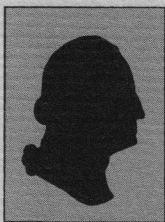




ANNUAL REPORT OF THE PRESIDENT
The George Washington University



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THE GEORGE WASHINGTON UNIVERSITY
Washington, D. C. / January 1967

A University president is tempted to review the first year of his service in very personal terms; his experience and educational aims are put face to face with a new set of circumstances, and he is inclined to reflect upon his own reactions to these. This summary of the past year in the life of the University must then be the subjective report of a newcomer to George Washington and the surrounding Federal City.

George Washington is fortunate among urban institutions in its location; to the east, four blocks, the White House; to the west, the future John F. Kennedy Center for the Performing Arts; to the south, the Department of State and the Pan American Health Organization; to the north, the city of Washington. The University is a citizen of the Federal City — a city serving at the same time a great international meeting

ground. In all likelihood Washington has at any given moment a greater concentration of authorities in every field — scientific, governmental, and humanistic — than can be found at any other single spot on the globe. National foundations and professional societies are headquartered or represented here. The growth of research and development industries around the city has attracted national attention. The Congress is considering renewal of the area northwest of the campus as a site of diplomatic and international concentration. George Washington University stands at the center of these activities.

ROLE OF THE UNIVERSITY

Oversimplified, the role of the University can be stated as threefold: to transmit the present storehouse of knowledge, to advance the frontiers of that knowledge, and to direct University resources to the service of society.

At the undergraduate level, the study of the liberal arts and humanities continues to be the heart of a university education. Such a core remains the best preparation that can be provided the student today for tomorrow's urban living. In offering to a moderate-sized student body an undergraduate education of quality, the University expects to draw freshmen from the top 20% of secondary school graduating classes. It is our parallel aim to serve equally qualified upperclass college transfer students who have a special reason for wanting to study in the Nation's Capital, at the center of the governmental process. Over the next ten

years, full - time undergraduate enrollment will be gradually increased from 5,000 to approximately 6,000 students.

At the graduate and professional level, it is our objective to develop first-quality programs, related to the specific needs and advantages of the National Capital, and derived from the critical mass of talent — faculty and students — that can be brought together to advance the frontiers of knowledge. The University clearly has great advantages here in offering graduate education in such fields as international affairs, governmental administration, political science, urban planning, economic policy, history and other social sciences and humanities. At the same time that the University marshals the resources of the area to enrich the education of students, it can turn the same strengths to consulting and research on the great issues of public policy that are the continuous, day-to-day involvement of Washington residents and visitors.

To provide a strong administrative structure for all graduate work in the arts and sciences, the University Board of Trustees recently approved establishment of a Graduate School of Arts and Sciences, consolidating the former Graduate Council and the Graduate Division of Columbian College.

Graduate education in the Washington area has been further strengthened by the Consortium of Universities jointly undertaken by American, Catholic, George Washington, Georgetown and Howard Universities. The respective universities have begun to select graduate areas for particular improvement, and a concerted attempt is underway to eliminate duplication of offer-

ings among the five institutions. Through the exchange of students for specialized courses, the coordination of library systems and resources, and other cooperative steps, graduate education in the area should continue to build strength. I see no loss of institutional identity in the Consortium process, but rather the added development of the best graduate areas in each university. George Washington University has in recent years developed a number of programs concerned with complex social, economic, political and educational policy issues. The University's Center for Natural Resources Policy Studies, the Institute for Sino-Soviet Studies, the Patent, Trademark, and Copyright Research Institute, and the Institute of Law, Psychiatry, and Criminology are examples of the commitment to this level of research and teaching. This September, with a goal of becoming a national center for public policy analysis, the University announced a coordinated program of policy studies. A grant of \$750,000 from the National Aeronautics and Space Administration will support initial policy studies in science and technology. The objective of the new program is to focus the multidisciplinary research capability of the University faculty on issues of major national importance. Dr. Louis H. Mayo has been appointed Vice President for Advanced Policy Studies. The program he directs will have, as one of its objectives, assisting George Washington schools and departments in introducing innovative courses in the policy-evaluation area. Continued review, by this means and others, of the University's missions and programs, should insure an evolving institution, a vital faculty and student body, and

an increasing University contribution to national progress.

Programs of continuing and extension education — credit and non-credit programs, institutes and lectures — have become an established and important part of the University's responsibilities to society. Refresher courses and seminars are offered to help specialists keep abreast of rapid advancement in their fields of knowledge, and to facilitate the return of women to academic study and career opportunities — the "Developing New Horizons for Women" workshop that has received national attention for its work with women of widely varied educational backgrounds. The University has accepted an additional important responsibility to provide off-campus graduate and continuing education programs to members of the Armed Forces stationed in Washington and in other areas of the United States. For example, graduate programs are offered in conjunction with, and in the facilities of, the National War College in Washington, the Naval War College in Newport, Rhode Island, the Air University at Maxwell, Alabama, and the Industrial College of the Armed Forces, in Washington.

DEVELOPMENTS DURING THE YEAR

Only a sampling of the many and various developments during the year at the University can be covered in this brief report. ■ George Washington undertook a significant role in the formation of a Central Atlantic Regional Educational Laboratory, a study center intended to link the

public and private (elementary through college level) educational systems of Maryland, Virginia, West Virginia, Delaware and the District of Columbia, in a pooling of research resources. ■ During the year, Dean Calvin Linton of the Columbian College of Arts and Sciences met with representatives of European universities with a view toward affiliation in cooperative student-faculty exchange programs, supplemented with the experience of travel abroad. ■ Under the Higher Education Act of 1965, the University was selected to assist and advise Catawba and Livingstone Colleges of Salisbury, North Carolina, in strengthening their academic resources in art, music, and the communication arts. ■ An experimental honors course, French Civilization as Reflected in the Arts, utilizing the unique collection of slides donated to the University by Mrs. John F. Kennedy, was inaugurated. ■ This past summer, the Department of History undertook the collection and editing of papers relating to the First Federal Congress, in collaboration with the National Historical Publications Commission. ■ The National Gallery of Art opened its doors to a University summer course in art education. ■ The University established joint faculty appointments with the Folger Shakespeare Library and the Library of Congress. ■ In cooperation with the Smithsonian Institution, a doctoral program in American Thought and Culture, with an emphasis on the material culture of the United States, was established. ■ The United States National Museum joined with the Department of Biological Sciences in a program for doctoral candidates in invertebrate zoology. ■ The Department of Geology added the doc-

toral field of petrology to its Smithsonian affiliations. ■ A program in X-ray mineralogy and crystallography began under development between the University's Departments of Geology, Chemistry, and Physics, and the United States Geological Survey.

This year the School of Government and Business Administration and the School of Public and International Affairs were created from the former School of Government, Business, and International Affairs. A new Master's Degree Program in Urban and Regional Planning is offered by the first of the two schools, with fields of specialization including economics, geography, law, and political science.

This year the School of Education deepened its course concentrations in guidance and adult education. ■ An Advisory Committee has submitted recommendations concerning future directions and emphases of the School of Engineering and Applied Science. ■ The Medical School, having over the past several years redesigned its curriculum, centered attention on the planning effort for a new Medical Center to supply the environment for its programs. ■ A single National Law Center faculty was created from the former faculties of the Law School and the Graduate School of Public Law.

THE MIDDLE STATES RE-EVALUATION

During this winter, George Washington will undergo its periodic accreditation re-evaluation by a visiting team from the Middle States Association of Colleges and Secondary Schools. There will be an un-

usual feature of this evaluation, designed to increase its value as a constructive exchange of ideas and experience. An agreement has been made with Pace College and Temple University, which are also due for Middle States visits, whereby each institution has chosen two members of its own faculty to form a core of six within each of the three evaluation teams. George Washington will thus have a part in its own evaluation, with the advantage of experience from the evaluations of Pace and Temple.

An extensive academic inventory or self-study, conducted in preparation for the evaluation visit, has highlighted many University needs. One of particular importance is the need for major improvement in University Library facilities and resources. George Washington has relied upon the city's superb library and institutional facilities, without sufficient basic reference library resources of its own on the campus. A new library facility has been given highest priority in the University's development plans.

To provide further facilities necessary to support the teaching programs, a new six-story classroom building is to be constructed south of Tompkins Hall of Engineering, fronting on G Street and bounded by 22nd and 23rd Streets. This new structure will house faculty offices, classrooms, seminar rooms, and two auditorium-type classrooms. Construction is expected to begin in the summer with completion anticipated in the spring of 1969. The classroom building is expected to relieve a current and critical shortage of classroom and office space.

ADMINISTRATIVE APPOINTMENTS

As may be expected in a university that has begun to grow and change at an accelerated pace, a number of new administrative appointments have been made during the past year. These include:

- Harold F. Bright, Vice President for Academic Affairs
- Warren Gould, Vice President for Resources
- Louis H. Mayo, Vice President for Advanced Policy Studies
- Carl H. Walther, Assistant Vice President for Academic Affairs
- James C. Dockeray, Dean of the School of Government and Business Administration
- Robert Kramer, Dean of the National Law Center
- Hiram M. Stout, Acting Dean of the School of Public and International Affairs
- Eugene Ross Magruder, Dean of the College of General Studies
- Paul V. Bissell, Acting Dean of Students
- William W. Kirkpatrick, Associate Dean of the National Law Center
- Ralph Nash, Associate Dean of the National Law Center for Graduate Studies, Research, and Projects
- Edward A. Potts, Associate Dean of the National Law Center
- Frank N. Miller, Jr., Associate Dean of the School of Medicine for Student and Curricular Affairs
- Rupert C. Woodward, Director of Libraries

THE STUDENT BODY

It is especially challenging for a new president to get to know the student body. My experience with George Washington students has emphasized the cosmopolitan composition of this institution:

- the 2,162 full-time undergraduates living in six campus residence halls
- the part-time night-time campus students employed by area businesses and the Federal Government
- the off-campus students in government installations and in instructional centers from New England to Alabama
- the students from abroad
- the practicing members of professions updating their knowledge
- adults seeking training for new careers

Over the last five years, graduate enrollment at the University has risen by 70%, with the number of doctoral candidates doubling during that time. Of equal or greater significance, between 1962 and 1966, the number of full-time students, graduate and under-graduate, has increased by 2,287, an increase of 57%. The development at George Washington of a strong residential core of students raises entirely new areas of need. Chief among these is the provision of a full campus life for those students who live within our physical perimeters.

Groundbreaking for an \$8,000,000 University Center took place in November at Homecoming, with completion scheduled for 1968. As a focal point for student life, the University Center will provide such new facilities as a small theater, swimming pool, cafeteria, student rathskeller and coffee house, bowling lanes, alumni and faculty

club, and offices for student organizations. An organic part of University life, the Center is designed to bring students and faculty into closer informal association apart from the hours devoted to class time. ■ Coordination and direction of the present program of student life on campus has been provided through the appointment of Dr. Bissell as Acting Dean of Students. ■ Student interest in responsible participation in the development of the University is evidenced by service on the University Committees on Student Life, Religious Life, Publications, and Performing Arts. In addition, students have made significant contributions while serving on liaison committees with the University Senate and the General Alumni Association, and on the University Center Planning Committee. ■ During the summer, a program of advance registration for entering freshmen was inaugurated to provide a more individualized approach to the services of registration than is possible in the fall. Student leaders aided materially in presenting the orientation portions of this program. During the summer visit to the University, the freshman selected his first semester courses with the assistance of a faculty advisor, took necessary placement tests, completed registration, and purchased textbooks for the fall. Opportunity to pre-register will be extended to all undergraduate students in the future.

SPONSORED RESEARCH

Sponsored research volume during the ten-month fiscal year completed in June, 1966, totalled \$7,968,804, and involved proj-

ects ranging from state and local fiscal planning studies, to a survey of American drinking practices; from a study on the implications of the US-USSR Exchange Program for arms control and disarmament, to a study designed to suggest non-space applications of space technology developments. Throughout all of this sponsored research effort, we are taking great care to see that the academic program is stimulated by the research program, not obscured by it. Universities are learning that the shift of a good teacher from the classroom to the research laboratory can be a high price to pay for research progress — a discovery occasionally lost in the heated pursuit of research funds. In determining whether or not to enter a given area of research, the first question to be asked is whether the research will contribute to the ongoing educational program of the University. Universities must help find answers to the Nation's social and scientific problems and, at the same time, must insure feedback of these into the classroom.

LONG-RANGE PLANNING

Strengthening the academic base of George Washington requires a critical look at the many disciplines represented at the University, and the constructive dialogue of all members of the educational community. With this year's decision to institute four-year program budgeting, the long-range projection of academic and financial plans will enable the University to organize itself responsively to new disciplines, and to redesign the old where necessary. The past practice of year-to-year

budgeting at the University permitted an imbalance of resources among program areas, and a proliferation of course offerings involving very small classes. Systematic planning and budgeting are now presenting us with better ways of meeting overall university objectives, and of realizing the greatest educational benefit for the least cost to the student. Among major objectives is the strengthening of faculty salaries as a means of attracting outstanding teachers and of retaining present ones. In the American Association of University Professors annual survey of college and university salaries, George Washington salary levels for 1965-66, by rank, were graded as follows: Instructors, "A"; Assistant Professors, "B"; Associate Professors, "B"; and Professors, "C." The University's objective is to attain the AAUP "A" average scale in each faculty rank on a University-wide basis by 1970-71, and the overall "B" average scale by 1967-68. The University budget for 1966-67 incorporated fully the first year's funding toward these objectives.

Early work in long-range planning led to the decision to renovate an apartment building as a central administration building, in order to free space within the campus area for additional classrooms, laboratories, and other academic purposes, and to facilitate ease in communication among administrative services. The former Westview Apartment building is now being converted for these purposes.

BOARD OF TRUSTEES

The year past has brought new developments to the University Board of Trustees.

New members of the Board of Trustees elected to office this year are:

- Mortimer M. Caplin, former Commissioner of Internal Revenue Service, now a partner in the Washington law firm of Caplin, Battle and Harris
- Dr. Harry F. Dowling, Professor and Head of the Department of Medicine, University of Illinois
- Melville B. Grosvenor, President and Editor of the National Geographic Society
- Lewellyn A. Jennings, Chairman of the Board of Directors and Chief Executive Officer of the Riggs National Bank
- David M. Kennedy, Chairman of the Board of Continental Illinois National Bank and Trust Company
- Jeremiah Milbank, Jr., Chairman of the Executive Committee and a Director of Commercial Solvents
- Dr. S. Dillon Ripley, Secretary of the Smithsonian Institution
- John W. Thompson, Jr., Director, Vice President and Assistant to the President of The Evening Star Newspaper Company

Members of the Board who retired this year and were designated Honorary Trustees are:

- Robert Vedder Fleming, a Charter Trustee for 36 years and Chairman of the Board for 22 years
- Alfred Henry Lawson, a Charter Trustee for 35 years and Chairman of the Committee on Buildings and Lands for 34 of those years
- Benjamin Mosby McKelway, for 19 years a Charter Trustee and Chairman

or member of the Committee on Nomination of Trustees

To develop a more widespread public understanding of the University's activities, the Board of Trustees is in process of establishing advisory councils for each school and college of the University. The membership of each council will include interested friends, alumni, members of the faculty, trustees, students, and national and community leaders. The purpose of these councils is to maintain and strengthen communication and liaison among the segments of the University; to advise upon programs of instruction, research and service; to aid in the interpretation of these programs to the community; and to stimulate support for their continued growth and development. The first such council to be established has been The George Washington University Council on Medical Affairs, already planning its fourth meeting.

This past year has seen the evolution of building and endowment needs into long-range development and resources plans. These plans will call for financial support for the University at levels much beyond those of the past, and for such support the University will be turning to alumni and friends, private foundations and Federal agencies. Vice President for Resources Warren Gould has been named to direct University activities in implementing the resources programs. The recent history of grants and gifts to George Washington indicates that we shall be building on strength. During the ten months of the 1965-66 year, gifts and grants exceeded \$5.5 million, of which more than \$3.3 million came from non-Governmental sources. The results

for the previous twelve-month period (1964-65) included gifts and grants totaling \$3.85 million, of which \$2.8 million came from the private sector. As the University moves into the period of increased capital fundraising, it is also encouraging to note the rate of growth witnessed this past year in the Annual Support program, the principal channel for unrestricted giving to the University. Annual gifts through this program from alumni, companies, parents and friends numbered more than 4,400 in 1965-66, and provided the University with more than \$305,000 or an increase of more than \$200,000 in two years. This measure of support will continue to move upwards in the coming year.

ORDERLY GROWTH

As with all urban complexes, orderly growth for an urban university is difficult, and expansion disproportionately expensive. Obsolete facilities, noncontiguous properties and excessive land costs are typical problems for the city-based institution. George Washington now owns 70% of the real estate in the area within its campus, and each year sees continued efforts to acquire remaining properties consistent with ability to finance these acquisitions.

On the corner of 21st and Pennsylvania Avenue the University is investing in a property development project—a major eight-story office building being built and leased for twenty years to the National Academy of Sciences. Construction is well underway, with completion expected by July, 1967. This investment will mean a sub-

stantial strengthening of the University's endowment base.

Among the major construction projects on campus is the new Law Center Library. This structure, together with the ongoing renovation of Stockton Hall, home of the Law School, represents a financial commitment of more than \$1.7 million by the University. The project has been partially supported by Federal grants. Funding will be completed by an intensive fund-raising campaign now underway among law alumni and friends of the National Law Center.

Planning for a new Medical Center, bringing all the facilities of the Medical School to the Washington Circle area, on campus, has been proceeding with good results during this past year. The site-development plan places the new structures of the Center in the area bounded by G Street, 23rd and 24th Streets and Washington Circle. An architect has been engaged to prepare the final concepts for a medical library, commons building, basic medical sciences building and additional clinical facilities, as parts of the Medical complex. The nature and timing of fund-raising efforts for this challenging program of physical development to meet present-day needs in medical education are under intense study. In January of last year, dedication ceremonies were held for the new Eugene Meyer Pavilion of the University Hospital, and its doors opened to the public. The Pavilion and work on the original Hospital have increased Hospital capacity to 540 beds, with doubled laboratory and x-ray space, greatly improved supporting facilities, and most important, better resources for clinical teaching and research.

By way of conclusion to this first Annual Report, my experience at George Washington convinces me that the University can build with pride for the future. The parade of great men and women who have nurtured the growth of this major urban institution, the outstanding citizens who make up its alumni body, the distinguished contributions to knowledge being made by its faculty—all these can be counted among the many assets as we plan for the years ahead.

— LLOYD H. ELLIOTT
January, 1967

